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# **SOUTH CAROLINA DEPARTMENT OF YOUTH SERVICES**



## **ANNUAL REPORT**

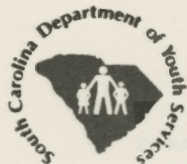
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Harry W. Davis, Jr.  
Commissioner

# Youth Services

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The Honorable Richard W. Riley  
Office of the Governor  
State of South Carolina  
Columbia, South Carolina

Dear Governor Riley:

On behalf of the Board and staff of the Department of Youth Services, we are pleased to submit for your consideration the 1985-86 Annual Report. This year's Report reflects a sound and progressive agency, a model in the juvenile justice field. The consolidation of the State's juvenile justice system by the Youth Services Act of 1981 provided a cornerstone from which South Carolina has created a juvenile correctional system that is remarkable for its ability to focus on the needs of young offenders, to create effective treatment programs, and to protect the public. We can all take pride in the many accomplishments made possible through our new strengthened organization. Through this Annual Report we are providing information to those interested in learning more about the activities of the Department of Youth Services.

The principal goals of the Department during 1985-86 continued to focus on proven rehabilitative and treatment programs and a commitment to seek alternatives to institutionalization. Programs which exemplified the substantial progress being made in our juvenile justice services include the opening of our second Marine Institute Program, a residential vocational training center, and the implementation within the institutions of a Pet Therapy Kennel Program operated by juveniles.

This past year also reflected continued emphasis on leadership, education, and training to enhance staff professionalism. The Department continued to enhance staff development, employee interest programs, work incentives, and implemented the Program for Effective Teachers (PET) training within the DYS schools.

The trend of overcrowding in juvenile justice has paralleled the adult system. The population of our institutions and community caseloads continue to increase at an alarming rate, while adequate funding and staffing levels decrease. However, through our determination to provide the most effective program services possible, we believe that the future of South Carolina's juvenile justice system will continue to have a positive impact on the maturation of adolescents into productive citizens of South Carolina.



The Board and staff of the Department of Youth Services acknowledge and deeply appreciate the continued Executive and Legislative awareness and leadership in support of juvenile justice programs for South Carolina. We continue to look ahead toward innovative programs to reduce delinquency through strong prevention and diversion initiatives, effective alternatives to institutionalization, and meaningful counseling and education in the institutions.

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While these deficiencies in operation and effectiveness were recognized increasingly by concerned citizens, reforms were not initiated until the late 1960's.

Legislation enacted during 1966 changed the name of the governing body to the Board of Juvenile Corrections, which, in the following years, appointed a State Director. Although the new Director was charged with the responsibility of controlling and coordinating the administration of all units inclusive of integrating the operational facilities and divisions, no staffing was provided to his office. Integration was not accomplished until 1968, when a state action suit was prosecuted successfully in federal court. Court-ordered compliance with the Civil Rights Act of 1964 then freed access to federal funding through the Elementary and Secondary School Act, engendering major improvements in academic and vocational instruction. In 1971, passage of the Federal Omnibus Safe Street Act and related juvenile delinquency legislation authorized establishment of State Law Enforcement Planning Agencies. Task forces were then appointed to examine the problems of crime and delinquency and assess long and short-term needs.

In 1969 the State Legislature responded to the cries of juvenile justice reform by creating an entirely new agency, the Department of Juvenile Corrections. The enabling legislation affirmed Placement and Aftercare as a separate Division, which subsequently achieved Departmental status in 1971. Within the two



## HISTORY OF JUVENILE CORRECTIONS IN SOUTH CAROLINA

South Carolina's modern juvenile justice system incorporates a comprehensive network of services geared toward rehabilitating delinquent youth. However, juvenile corrections originated as an offshoot of the adult system, and for many years its orientation was punitive rather than rehabilitative.

State recognition of the delinquency problem actually dates from 1875 when a wing of the state penitentiary was designated a "reformatory" to accommodate young boys. Between 1900 and 1920, three separate juvenile correctional institutions segregated by race and sex were established under auspices of the State Board. Legislation enacted in 1946 placed management and operation of these facilities under the Board of State Industrial Schools. A Division of Placement and Aftercare, added in 1954, was empowered to authorize a child's release prior to the twenty-first birthday.

Although the Board of State Industrial Schools maintained administrative authority over the institutions, each functioned as a separate entity evidencing little coordination of effort. State funding was concentrated in physical improvements, and no resources were allocated to recruitment of professional staff. The result was a highly inadequate level of treatment and rehabilitation. Education programs remained outside the mainstream of the state instructional system since they received neither funding nor supervision from the Department of Education. While these deficiencies in operation and effectiveness were recognized increasingly by concerned citizens, reforms were not instituted until the late 1960's.

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new agencies, professional staff developed and implemented programs. During this time, the institutional population began to drop as a new thrust toward community-based services was initiated.

Legislation enacted during 1972 changed the name of the Department of Juvenile Corrections to Youth Services, and further stipulated its organization into two internal divisions: Juvenile Corrections, responsible for treating institutionalized children; and the Youth Bureau, responsible for implementation of community programs. A major focus of the Youth Bureau was the deinstitutionalization of status offenders in South Carolina.\* A substantial federal grant, awarded in 1975, funded support services and other community alternatives.

Further significant progress in services to delinquent youth was reflected in 1976 by passage of the Judicial Reform Act which expanded the network of individual county family courts into a unified system operated by the state. This Act was amended during 1978 to provide that the Department of Juvenile Placement and Aftercare administer intake and probation. In 1980, JP&A assumed the additional responsibility of detention/release decisions for children taken into custody by law enforcement.

Although the years of 1969-1980 represented substantial progress in assuring uniform and appropriate services to delinquent youth in South Carolina, it became widely recognized that the evolution of a two-agency system had resulted in costly duplication of effort, particularly in the areas of administration and community programs. To remedy that inefficiency, the Legislature passed the Youth Services Act of 1981, merging Juvenile Placement and Aftercare and Youth Services into a single Department of Youth Services effective on October 1, 1981.

Cited in the enabling legislation were the following organizational and programmatic considerations: 1) the need to develop a single policy direction for juvenile justice; 2) the need to offer a comprehensive array of community-based treatment and prevention programs; 3) the need to combine management structures and supportive functions to avoid duplication and free resources for enhancement of services; 4) the need to eliminate the competition for funding inherent in a two-agency system; and 5) the need to present to the public a consistent and comprehensible system of juvenile justice services. The Youth Services Act created a Policy Board to guide the Department's

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\*Status offenders are juveniles charged with offenses which would not be crimes if committed by an adult such as running away, incorrigibility, and truancy.



administration of services and a separate and independent Juvenile Parole Board responsible for determining the time of release for institutionalized children. Descriptions of the two Boards, the Department's organizational components, and the range of services provided are included in following portions of this Report.

In addition to its organizational provisions, the merger legislation embodied several major changes in the juvenile code. It prohibited the commitment of status offenders to the Department except for purposes of evaluation, and it increased from ten to twelve the minimum age for institutionalization of all other offenders. Age restrictions also were mandated for local jail detention, requiring court orders for eleven and twelve year olds and abolishing such confinement for children under the age of eleven. Thus, the Youth Services Act of 1981 culminated twelve years of organizational, programmatic and legal reforms by creating a unified Department responsive to the treatment needs of individual children at any point of entry into the juvenile justice system.

#### **THE STATE BOARD OF YOUTH SERVICES**

The State Board of Youth Services governs the Department. It is comprised of one member from each of the State's six Congressional Districts, appointed by the Governor with the advice and consent of the Senate. Additionally, the State Superintendent of Education or his designee serves as an ex-officio voting member and the Supervising Chaplain of the Department as an ex-officio non-voting member. Thus the State Board has eight members of whom seven are voting members.

Members serve for terms of five years and until successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held monthly.

The Board maintains exclusive responsibility for Departmental policy. It is vested with the authority to hire a Commissioner and to delegate to the Commissioner management of Departmental affairs. The Board may enter into agreements with the governing bodies of other state agencies to accomplish more efficient management of programs, negotiate contracts and expend such public funds as necessary within the appropriated limit to carry out its responsibilities.

#### **THE JUVENILE PAROLE BOARD**

The Juvenile Parole Board is charged with the responsibility of reviewing the progress of children committed to the custody of the Board of Youth Services and making the decision to release or to revoke release. The Board consists of ten members appointed by the Governor with the advice and consent of the Senate, including one from each of the six Congressional Districts and four from the State at-large. Members serve four year terms and until their



successors are appointed and qualified. The Board elects from its body a chairman, who serves for one year and cannot succeed himself, a vice chairman and a secretary. Meetings are held at least monthly or as often as necessary to ensure that the case of each child committed to the Department's correctional facilities is considered on a quarterly basis.

The Parole Board has the authority to issue temporary and final discharges or release youth conditionally by prescribing certain conditions for their aftercare. To that end it is mandated to issue written guidelines for release consideration. By law, the Board may order restitution as a condition of release. During fiscal year 1985-86, the Board released 712 juveniles of which 494 were placed on conditional status.

### **THE DEPARTMENT OF YOUTH SERVICES**

The administrative offices of the Department of Youth Services are located in downtown Columbia at 1122 Lady Street. The Department employs approximately 1,000 staff members dispersed throughout the state in regional and local offices as well as in Columbia at the institutional and administrative locations. Youth Services is mandated to provide a full range of juvenile justice services, including: prevention programming, detention/release screening, intake, probation supervision, aftercare supervision; restitution; community supportive functions; institutional treatment and education; and Interstate Compact administration. To respond to these broad responsibilities, the Department is divided into six organizational components: 1) Commissioner's Office, 2) Administration, 3) Community Programs; 4) Institutional Programs; 5) Education; and 6) Treatment Services. The functions of each are described below.

#### **COMMISSIONER'S OFFICE**

The Commissioner, in conjunction with the State Board of Youth Services, develops and implements Departmental policy. He is charged with ensuring efficient management of the Department, bearing the ultimate responsibility for planning, organization, staffing, budgeting, reporting and day-to-day operations. Working closely with the Commissioner is a Deputy Commissioner who oversees operational aspects of interrelated programs and activities for the Agency's major divisions. He serves as Acting Commissioner when the Commissioner is absent and is his chief advisor on policy development and organizational management.

Additional staff support for the Commissioner's Office includes an internal auditor, ombudsmen, a volunteer coordinator, a public information director, and an attorney, as well as an executive and staff assistants. The internal auditor independently examines agency fiscal operations and policy to ensure conformity with State regulations and accepted accounting practices. Client services, related complaints, requests and recommendations are the responsibility of agency ombudsmen who



provide regular status reports to the Commissioner, recommend policy and procedural changes based on direct observation of trends and act as agents in coordinating services with sister agencies.

The volunteer coordinator recruits volunteers and promotes their participation in all departmental programs. Realizing the diversity of talents potentially available through volunteers, an ongoing objective of the coordinator is to increase the variety of placements offered within the Department.

The Department also is committed to promoting public awareness of juvenile justice programs in South Carolina. To that end, its public information director provides information to stimulate interest in agency activities and increase general knowledge of its responsibilities, objectives, and policies. Information is disseminated in a variety of forms, including printed brochures and newsletters, newspaper articles, audio/visual media programs and personal appearances.

Because of DYS' inherent involvement in the judicial system, agency staff are constantly in need of legal advice. An Agency attorney provides legal interpretation, Court representation, and legislative review. He also is available to the Boards, the Commissioner, and Agency staff to review proposed policies as they relate to state and federal law.

## **ADMINISTRATION**

The Administrative Division furnishes primary support to the Commissioner and the Institutional, Educational, Community, and Treatment components. Headed by an Assistant Commissioner, this division encompasses four key sections critical to the daily operations of the Department: Finance; Planning and Information Systems, Personnel and Staff Development; and Administrative Services. Administration is staffed by approximately 130 employees, comprising about twelve percent of the Departmental workforce.

### Finance

The Finance Section provides DYS with a fiscal management system for all funds made available to the Agency. Finance is composed of three working units: Accounting, Purchasing and Budgeting. Accounting maintains records of expenditures and receipts and manages fiscal aspects of federal grants. The Purchasing Unit procures all goods and handles leases and contracts, while Budgeting monitors the Agency's overall funding status and coordinates internal management of funds.

### Personnel and Staff Development

The Personnel and Staff Development Section consists of four units: Employee Relations, Staff Development, Operations and Recruitment. This section is responsible for a myriad of personnel management functions including: training, classification



of positions, employee benefits, Agency-wide staff performance evaluation procedures and new employee orientation. All actions pertaining to human resource management are coordinated by Personnel. In addition to supporting Agency management, Personnel provides employee relations assistance to all staff.

#### Administrative Services

The Administrative Services Section is organized into three basic units: Physical Plant, Food Services and Administrative Support Services. Physical Plant oversees implementation of permanent improvement programs; maintains the motor vehicle fleet, buildings, equipment and grounds of the Department; and manages the beef and dairy herds. Food Services, under the direction of a registered dietician, is responsible for providing nutritional meals to the Department's residential population. Administrative Support Services incorporates Central Records, the Central Laundry, and Supply Services.

Overall the Administrative Services Section has primary responsibility for maintaining over 105 automobiles, 100 buildings and 1000 acres of land, as well as feeding and clothing a population averaging 600 residential clients on any given day.

#### Planning and Information Systems

The Planning and Information Section plays a lead role in the development of state-mandated programmatic, budgetary, capital improvement and information technology plans as well as proposal writing and grants management. Monitoring, evaluation and special research studies are among the other responsibilities of this section which also provides staff support to the Agency Budget and Research Committees. Central to performing all of these functions is maintenance of the Management Information System (MIS), an on-line client-tracking mechanism now in its 7th year of operation. MIS generates critical statistical information used throughout the Department and criminal justice system for monitoring systems flow and activities, case management, grants and planning processes, routine reporting, and responses to demand information requests.

The Planning and Information Section also includes a four-station Word Processing Unit having cataloging and extended storage capacity. Word Processing generates in a timely and cost-efficient manner the majority of documents necessary for operation of the Department's Central Administrative Offices.

### **COMMUNITY PROGRAMS**

The Community Programs Division, headed by an Assistant Commissioner, administers prevention, detention/release screening, intake, probation and aftercare supervision, restitution and community-based support services. For management purposes, the State is divided into six geographic regions which encompass the sixteen judicial circuits. Regional Directors manage services in each of these multi-county areas. Further, each judicial circuit or subdivision thereof is directed by a local counselor-in-charge.



About 340 Agency employees, or approximately one-third of the Agency's work force, are assigned to Community Programs.

#### Prevention

The Prevention Section focuses its efforts on deterring juvenile crime. A State Prevention Specialist provides statewide direction for this program area and oversees implementation of the State Prevention Plan. Additionally, prevention specialists are assigned to each regional office and the larger family court offices. These staff members work with the local community to develop specific programs promoting positive youth development in the home, school and community.

#### Twenty-Four Hour Detention/Release Screening

The Department of Youth Services through its Community Programs Division is responsible for determining whether youth taken into custody by law enforcement should be detained in jail or released pending court appearance. To accomplish this responsibility in a uniform manner throughout the state, certain criteria define those circumstances which justify detention. The criteria reflect guidelines concerning community protection, an orderly court process, and the safety of the child. Law Enforcement concurrence is required for release in the event that a child has been charged with a felony.

Twenty-four hour statewide coverage has necessitated recruitment of contractual agents for evening, weekend and holiday calls. These agents meet educational and age criteria, are subject to a criminal records check and must complete a sixteen-hour training program. Answering services, beepers or direct call systems enable prompt communication between Departmental staff/agents and law enforcement agencies in each county. Law enforcement can reasonably expect on-site response by a counselor or agent within one hour of notification.

Through intervention at the front end of the system, the Department is working toward the goal of eliminating jail detention except as a "last resort" alternative when a youth is judged to be a danger to himself or to the community. During fiscal year 1985-86, 4,319 youth were screened for preadjudicatory detention, and of those, 2,563 (59%) were released to their parents or other appropriate community placements.

#### Intake

Intake staff are available to provide immediate assistance when a child is taken into custody or brought to the attention of the Family Court. They offer crisis intervention counseling, conduct preliminary interviews with children and their families and make referrals for clients who exhibit special needs. When a child has been taken into custody, Intake is equipped to seek alternatives to detention or expedite court processing of the case. Law Enforcement accounts for the majority of referrals to Intake, although cases also originate from parents, schools and social service agencies.



Intake staff provide information and recommendations to assist solicitors in making prosecutorial decisions. They also prepare pre-dispositional reports for the Family Court judges to assist in selection of dispositional alternatives for children adjudicated delinquent.

Table I presents referrals to intake by type of offense, sex and county for 1985-86. The state as a whole recorded 15,836 referrals with Charleston showing the highest number of referrals with 1,363. As indicated in Figure 1, 40.8 percent of the referrals statewide derived from crimes against property/public order, while only 11.8 percent resulted from crimes against person. Status offenses accounted for the remaining 47.4 percent.



**TABLE I**  
**Referrals to Intake by Type of Offense,**  
**Sex, and County, FY 1986**

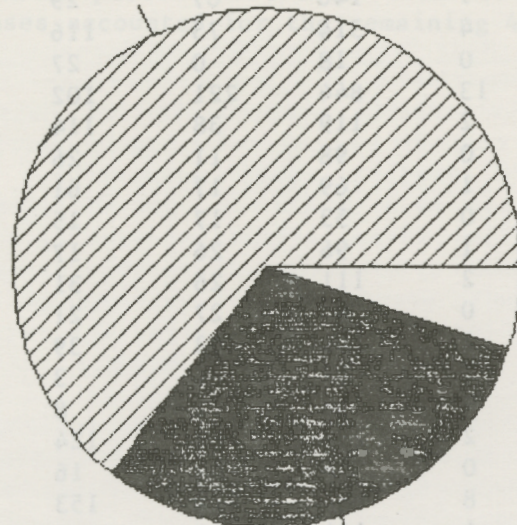
County	Acts Against Persons		Acts Against Property		Status Offenses		Total		Grand Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Abbeville	2	2	19	10	13	7	34	19	53
Aiken	21	2	266	68	103	117	390	187	577
Allendale	5	0	42	12	8	6	55	18	73
Anderson	27	5	271	97	235	171	533	273	806
Bamberg	3	1	40	8	26	10	69	19	88
Barnwell	4	1	38	9	18	10	60	20	80
Beaufort	12	7	146	67	29	52	187	126	313
Berkeley	25	4	314	73	116	116	455	193	648
Calhoun	3	0	18	0	27	32	48	32	80
Charleston	88	13	844	221	102	95	1034	329	1363
Cherokee	25	2	119	38	114	78	258	118	376
Chester	11	0	98	11	26	29	135	40	175
Chesterfield	6	1	69	17	61	34	136	52	188
Clarendon	3	0	53	17	15	23	71	40	111
Colleton	10	1	96	26	17	20	123	47	170
Darlington	14	2	111	26	31	25	156	53	209
Dillon	3	0	83	27	21	29	107	56	163
Dorchester	8	1	146	33	39	33	193	67	260
Edgefield	3	1	17	6	3	2	23	9	32
Fairfield	8	1	56	12	8	7	72	20	92
Florence	34	2	280	69	124	108	438	179	617
Georgetown	7	0	118	14	16	13	141	27	168
Greenville	55	8	721	211	153	107	929	326	1255
Greenwood	7	4	194	76	21	38	222	118	340
Hampton	5	0	53	6	26	12	84	18	102
Horry	21	5	230	99	68	85	319	189	508
Jasper	5	0	49	4	5	11	59	15	74
Kershaw	7	3	157	44	41	50	205	97	302
Lancaster	5	0	168	57	72	57	245	114	359
Laurens	9	4	113	33	43	32	165	69	234
Lee	4	0	21	7	2	3	27	10	37
Lexington	20	3	304	95	108	192	432	290	722
McCormick	0	0	7	2	4	4	11	6	17
Marion	2	2	144	30	27	23	173	55	228
Marlboro	2	0	53	15	22	10	77	25	102
Newberry	9	1	93	27	56	29	158	57	215
Oconee	7	5	117	27	37	34	161	66	227
Orangeburg	10	2	164	32	107	50	281	84	365
Pickens	9	0	100	36	48	39	157	75	232
Richland	73	11	624	190	66	64	763	265	1028
Saluda	6	0	11	3	4	3	21	6	27
Spartanburg	51	10	598	158	141	163	790	331	1121
Sumter	12	2	213	47	46	36	271	85	356
Union	12	0	100	32	24	31	136	63	199
Williamsburg	9	0	43	19	15	11	67	30	97
York	28	10	361	77	203	146	592	233	825
Out of State	7	2	113	34	32	34	152	70	222
Totals	697	118	7995	2222	2523	2281	11215	4621	15836



# S. C. DEPARTMENT OF YOUTH SERVICES

Figure 1  
OFFENSE INVOLVEMENT AT INTAKE, STATEWIDE  
FY 1986

ACTS AGAINST PROPERTY/  
PUBLIC ORDER 65%



STATUS OFFENSES 30%

ACTS AGAINST PERSONS 5%



### Probation and Aftercare

Probation and aftercare counselors supervise youth placed on probation by the Family Court or discharged from institutions on conditional release status by the Juvenile Parole Board. These counselors work with the child and his/her family to establish behavioral guidelines and set treatment objectives in a written treatment plan. Progress in meeting the objectives is monitored through monthly office, home and school visits. Referrals are made as necessary to appropriate community programs. In the event that a child on probation must be committed to a juvenile correctional facility, the counseling relationship is maintained through contact with Student Development staff at the residential campus.

During 1985-86, the average probation caseload statewide on any given day was 2,681 while that for parole (aftercare) was 406.

### Restitution

Legislation enacted in 1980 authorized the Family Court and the Juvenile Parole Board to impose restitution in the form of supervised community service or monetary reparation up to the amount of \$500. Accordingly, Youth Services established a restitution program based on an accountability model which offers services responsive to victim, community and offender needs. The Department encourages use of restitution as a dispositional alternative to incarceration and as a special or sole condition of probation or parole. Intake counselors may recommend that judges order restitution for probationers, while Community Programs' staff may suggest through Student Development counselors that the Parole Board order restitution as a condition of institutional release.

Fire stations, animal shelters, churches, recreation departments and law enforcement agencies are typical of the public and private non-profit organizations recruited as work sites for community service. Some of the sites utilized in 1985-86 included Anderson Boys Club, Goose Creek High School, Cheraw Police Department, American Cancer Society, Aiken City Recreational Department, and Columbia Housing Authority. The Juvenile Restitution Program, Inc., in Charleston, a private non-profit organization, has provided technical assistance to the Department and coordinated efforts in that locale.

During fiscal year 1985-86, 2,027 restitution orders were mandated statewide including 921 in the monetary category and 1,106 in the community service category. Dollar amount ordered was \$175,846, while hours of community service ordered were 58,488. A total of 1,702 offenders successfully completed their orders during this reporting period.



### Community Support Services

Community Support provides specialized ancillary services for Community Programs. This section is responsible for administering the Interstate Compact on Juveniles, Residential Care, Placement and St. Luke's Center.

**The Interstate Compact on Juveniles** reflects a cooperative agreement among the fifty states, the District of Columbia and Guam. In South Carolina, the Commissioner of the Department of Youth Services acts as its administrator, assuming responsibility for:

1. cooperative supervision of delinquents on probation or parole;
2. interstate return of delinquents who have escaped or absconded;
3. interstate return of non-delinquent runaways; and
4. such other measures for the protection of juveniles and the public as party states deem desirable to undertake cooperatively.

The Community Programs Division, through its Support Services Section, supervises daily operations relating to the Compact. During 1985-86, 125 probation and parole cases were accepted into South Carolina from other states, while 150 from South Carolina were transferred to other states. Some 186 runaways apprehended here were returned to homes out of state, and 115 South Carolina runaways were brought back to this state.

**Residential Care** oversees five Department-operated group homes and shelters as well as a special intensive program for chronic status offenders. In addition to these Agency group homes, the Department contracts with 14 group homes throughout the State to provide short and long-term placements. The Department-operated shelters include Hope House, a short-term placement facility, and Crossroads, a "walk-in" or self-referral shelter affiliated with the National Runaway Hotline. Hope House is centrally located in Columbia, while Crossroads in Charleston serves mainly the coastal area. These facilities provide normal subsistence requirements, medical care, crisis intervention counseling and general assistance in reuniting runaway children and their families. During 1985-86, Hope House and Crossroads together accepted 540 youth for residential services.

The Departmental group homes are Charleston Place for female clients; Greenville Boys Home; and Columbia Group Home, a co-educational facility located in Columbia. These homes provide residential based treatment programs which tap local resources for educational, recreational and health services. The goal during a child's three to six month stay is resolution of those interpersonal conflicts and behavioral problems which impair his/her functioning in the home setting. During 1985-86, a total of 195 children received services in Agency group homes.



TABLE 11  
Commitments to Institutional Programs by County, FY 1986

The shelter and group home programs receive federal support through the Social Services Block Grant and, Runaway and Homeless Youth Act funds.

The Chronic Status Offender Program (CSOP) is a special, intensive treatment program for the repeat status offender whose needs have not been met in the home community. During their 50-day stays at CSOP, residents participate in a variety of skills-building courses aimed at improving interpersonal skills and basic life skills as well as counseling and regular academic work. Family involvement is considered a vital component of treatment, and every effort is made to ensure at least two therapeutic sessions during the child's stay. During 1985-86 a total of 155 admissions were recorded at the Chronic unit.

**Placement Services** supports intake, probation and parole staff in securing alternative placements. Counselors based in each of the six Regional Offices recruit, screen and certify foster families; provide training and counseling assistance; disburse monthly subsistence allowances; and arrange placements on a contractual basis in non-Agency group homes around the state.

During 1985-86 a total of 1,037 contractual placements were made, including 569 to foster care and 468 to contractual group homes.

**St. Luke's Center**, located in Columbia, is a neighborhood center which provides recreational opportunities to youth while serving as a channel of communication for the community-at-large. Referrals to St. Luke's originate from diverse sources including self, families, schools, churches, and various social agencies. Athletics and arts and crafts are among activities available to young people and their families.

#### Community Based Alternatives

The South Carolina Department of Youth Services contracts with the Associated Marine Institutes of Miami to provide two programs in the state. One program is located in Charleston and the other is in Beaufort County.

The Marine Institutes are educational/vocational programs for juvenile offenders under the supervision of the Department. The programs are designed to work with chronic and serious juvenile offenders. Many of the juveniles referred to the Marine Institutes have failed to benefit from more routine interventions and services offered by the Department. The Marine Institutes serve as alternatives to institutionalization for many of these youth.

The Marine Institute in Charleston, located on Patriots Point, serves an average population of forty juveniles. The program is co-educational and serves day students primarily from the Charleston area. The other program located on Honeybee Island in Beaufort County, is a residential program for male students.



### Camp Paupi-Win

Each year the Community Division sponsors a special summer camp named "Paupi-Win" from an Indian word meaning laughter. The more than 100 campers, mostly 12 to 16 year olds, may reflect any level of community service from prevention to aftercare. Staffed primarily by DYS employees, the five-day camp program includes a wide variety of activities such as backpacking, canoeing, drama, and law related education. Employee enthusiasm for the project, coupled with generous donations of funds and goods by the public, have enabled Camp Paupi-Win to become an annual event eagerly anticipated by campers and staff alike.

### **INSTITUTIONAL PROGRAMS**

The Institutional Programs Division, headed by an Assistant Commissioner, operates four facilities centrally located in Columbia. These include the Reception and Evaluation Center (R&E) which provides diagnostic services to children temporarily committed by the Family Court and three residential campuses which serve youth committed on final judicial orders. The Institutional Division also oversees recreational and religious services for its client population and includes a Public Safety Section responsible for security. Overall, the Division's staff incorporate about 387 employees accounting for more than 38% of the Departmental workforce. During 1985-86 the average daily population of all institutional programs was 600.

Table II provides a distribution of commitments to R&E and the three correctional facilities by county for fiscal year 1986. As one might expect Charleston, Greenville, Richland, and Spartanburg, South Carolina's most populous counties, contributed the largest numbers of youth to the institutional population. Figures 2 and 3 illustrate the proportions of temporary and final commitments attributable to crimes against person, property, public order, rule violation of probation or parole clients and status offenses. Only 8% of the R&E commitments and 12% of those to the correctional facilities derived from offenses against persons. The largest categories of R&E were property crimes (35%) and status offenses (19%). For the correctional facilities, property crimes accounted for 40% followed by acts against public order at 22%.



**TABLE II**  
**Commitments to Institutional Programs by County, FY 1986**

County	Reception and Evaluation Center	Institutions*
Abbeville	11	3
Aiken	34	21
Allendale	12	2
Anderson	102	33
Bamberg	5	3
Barnwell	8	5
Beaufort	33	10
Berkeley	51	18
Calhoun	5	4
Charleston	106	89
Cherokee	34	14
Chester	34	21
Chesterfield	27	11
Clarendon	7	1
Colleton	24	9
Darlington	29	23
Dillon	15	11
Dorchester	50	25
Edgefield	9	2
Fairfield	12	6
Florence	67	38
Georgetown	31	8
Greenville	122	71
Greenwood	54	16
Hampton	7	5
Horry	46	15
Jasper	12	1
Kershaw	32	13
Lancaster	41	23
Laurens	20	9
Lee	5	3
Lexington	44	19
McCormick	4	0
Marion	24	12
Marlboro	13	7
Newberry	24	13
Oconee	31	5
Orangeburg	45	35
Pickens	31	13
Richland	118	60
Saluda	5	3
Spartanburg	121	49
Sumter	31	14
Union	15	6
Williamsburg	8	4
York	66	44
Out of State	8	2
<b>Totals</b>	<b>1633</b>	<b>799</b>

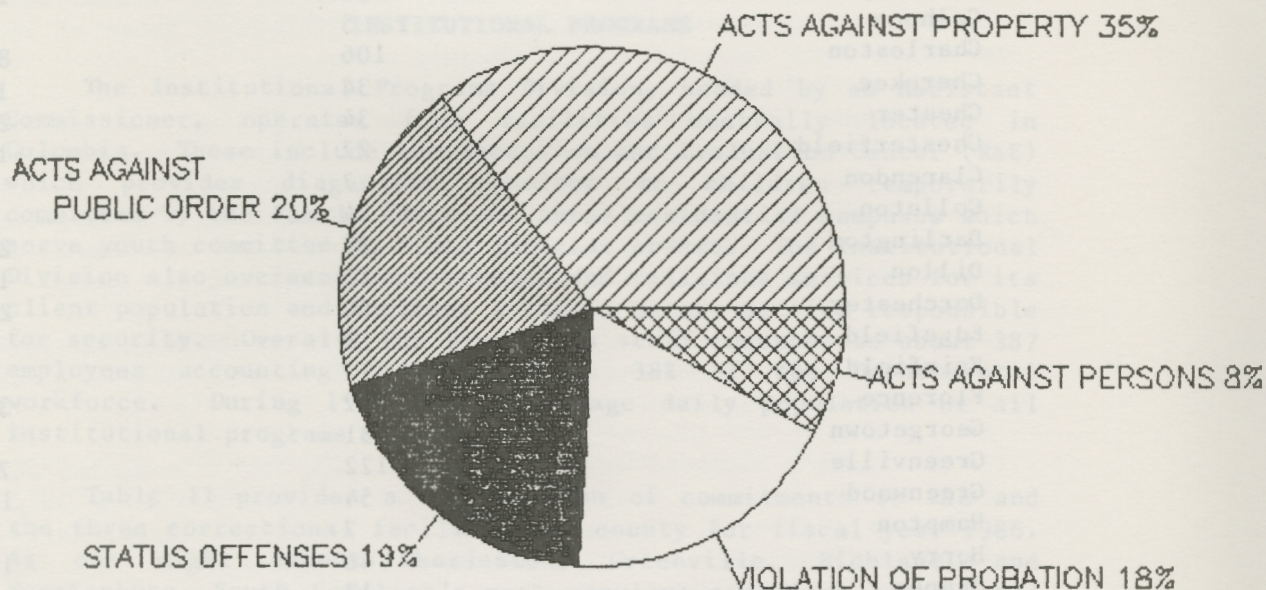
\*Willow Lane, JGR, & Birchwood Campuses combined.



S. C. DEPARTMENT OF YOUTH SERVICES

Figure 2

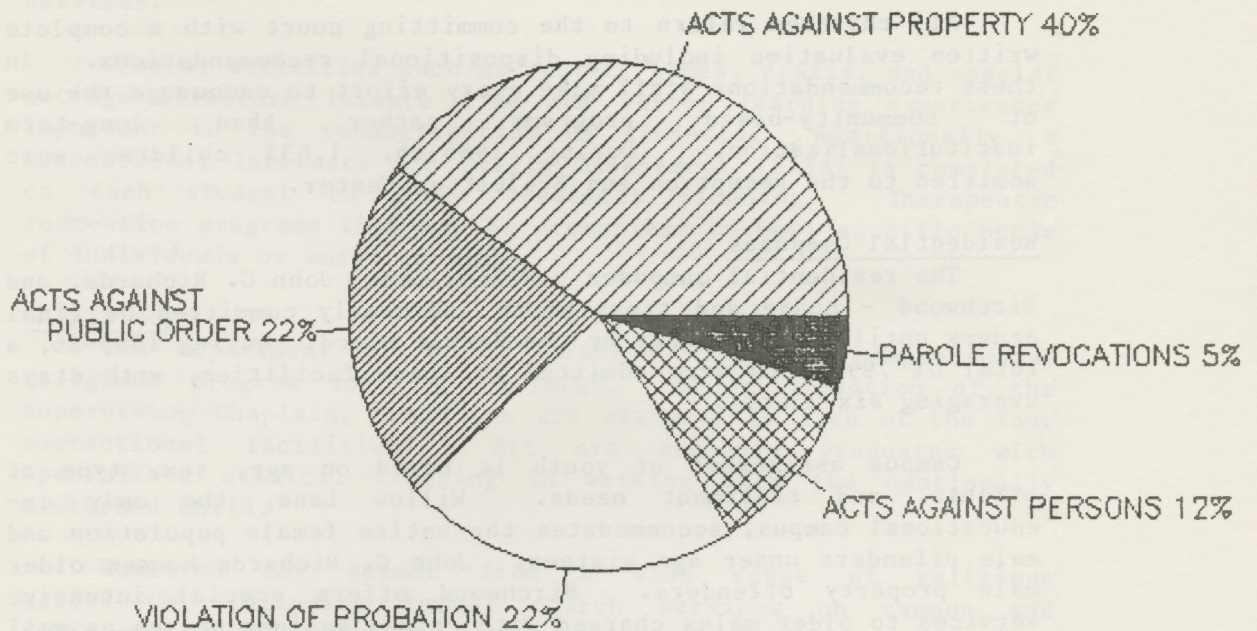
OFFENSE INVOLVEMENT OF INSTITUTIONAL COMMITMENTS, STATEWIDE  
FY 1986



RECEPTION AND EVALUATION CENTER



S. C. DEPARTMENT OF YOUTH SERVICES  
 FIGURE 3  
 OFFENSE INVOLVEMENT OF INSTITUTIONAL COMMITMENTS, STATEWIDE  
 FY 1985



**CORRECTIONAL FACILITIES**



### Reception and Evaluation Center

Reception and Evaluation (R&E) offers a comprehensive array of diagnostic services for clients committed temporarily, pending dispositional outcomes in the Family Court. According to State law, an evaluation at R & E must precede commitment to a juvenile correctional facility and the evaluation period may not exceed 45 days.

The evaluation process includes medical, psychological, educational and vocational assessments and, where indicated or requested, dental or psychiatric examinations. Classroom instruction also is provided to ensure that school attendance credits are not forfeited.

All children return to the committing court with a complete written evaluation including dispositional recommendations. In these recommendations staff make every effort to encourage the use of community-based programs rather than long-term institutionalization. During 1985-86, 1,633 children were admitted to the Reception and Evaluation Center.

### Residential Campuses

The residential campuses - Willow Lane, John G. Richards, and Birchwood - house and treat youth judicially committed on final orders until their release by the Parole Board. During 1985-86, a total of 799 youth were admitted to these facilities, with stays averaging six months.

Campus assignment of youth is based on age, sex, type of offense, and treatment needs. Willow Lane, the only co-educational campus, accommodates the entire female population and male offenders under age sixteen. John G. Richards houses older male property offenders. Birchwood offers special intensive services to older males charged with crimes against person as well as those who evidence severe emotional disturbances, and receives on a transfer basis, youth who exhibit serious assaultive behavior while assigned to another campus. Birchwood also accommodates the small number of youth tried as adults in the Court of General Sessions, including seven who were admitted during 1985-86. These youth remain with the Agency until they reach the age of seventeen and then are transferred to the Department of Corrections to complete the remainder of their sentences.

Although somewhat diversified in function because of the uniqueness of their client populations, the three campuses share a philosophy of treating the whole child by addressing his/her physical and spiritual, as well as psychological, social, and educational needs. Multi-disciplinary treatment teams develop plans for and with the student to accomplish resolution of specific problems or deficits, identification and completion of pre-release goals, and preparation for community re-entry. Treatment plans are based on the premise of providing institutionalized students with the opportunity to learn social, academic and vocational skills while developing realistic self-



concepts. Team members monitor student progress closely during their stay, maintaining contact with the Parole Section, the community counselor, the child's family, and when necessary, placement specialists to facilitate a successful community readjustment.

#### Recreational Services

Recreation Staff conduct general and therapeutic programs for students assigned to the correctional facilities. All students receive these services on a regular basis. Recreational programs are under the direction of the Campus Directors at each institution and staff is supplemented by college interns and volunteers, who contribute to both the quality and quantity of services.

General activities such as sports, games, crafts, and special outings structure leisure time and foster learning experiences important to the rehabilitation of students. Additionally, a Recreational Interests and Skills Assessment (RISA) is completed on each student to guide treatment planning. Therapeutic recreation programs then may be prescribed to meet specific needs of individuals or small groups.

#### Chaplaincy

The Department of Youth Services offers a comprehensive religious program for its children. Under direction of the Supervising Chaplain, Chaplains are assigned to each of the four correctional facilities. All are seminary graduates with specialized clinical training in working with the emotionally disturbed child.

Children may select from a wide range of religious activities, including formal church services on campus and religious programs in the community. They also are provided printed religious material subsidized through solicitation of free literature and correspondence Bible study courses. The Chaplain maintains close contact with the child's religious advisor at home to facilitate long-term adjustment upon return to the community religious sector. Additionally, Chaplains offer spiritual counseling and consolation to students and their families as well as Agency staff in times of sickness, crisis or death. Chaplains also are involved closely with the volunteer program in the institutions.

#### Public Safety

The functions of the Public Safety Division include: perimeter security of the institutions, internal security, employee identification and background checks, student identification, transportation and emergency preparedness.

Public Safety officers provide twenty-four hour perimeter surveillance of the institutions and property. Mobile patrol radio units operate continuously to ensure the physical security of the campuses and function in the apprehension of runaway



students from the institutions with assistance from the State Law Enforcement Division and local authorities. During 1985-86, the rate of apprehension for runaways was nearly 100%. The Division also has promoted public awareness by establishing a positive relationship with the surrounding community.

The Identification Unit of Public Safety fingerprints and photographs all students at institutional intake. These records are retained for a reasonable period and then destroyed if the student does not return to Agency custody. It also provides employee identification cards and other data as necessary.

Public Safety is responsible for Departmental emergency preparedness and in the event of a man-made or natural disaster, directs staff response. Examples of situations which might require activation of the emergency preparedness plan include: potential mass arrests of children, weather related emergencies and institutional disturbances.

#### EDUCATION

The Department of Youth Services is designated by law as a school district which operates a twelve-month comprehensive educational program for its institutional population. This program is directed by a Superintendent of Education, whose role in the Agency organizational structure is analogous to that of an Assistant Commissioner. The Department's Policy Board functions as the Board of Trustees for the district in all administrative matters, including the receipt and expenditure of funds. The State Superintendent of Education, whose designee serves as an ex officio member of the Board, administers the standards related to academic and vocational training, including those governing certification of the sixty-eight member staff. A Defined Minimum Program for Youth Services has been developed to reflect these standards.

The provision of educational services for all students committed to the Department is a vital component of the treatment process. Willow Lane Junior High School offers seventh through ninth grade subjects, and Birchwood High School provides secondary courses. The Willow Lane Junior High School Annex, located at the Reception and Evaluation Center, has the responsibility of conducting an evaluation to assess the student's educational needs and recommending a specific educational plan, while ensuring the maintenance of school attendance credits. Upon final commitment the student is further evaluated, placed in an individualized program commensurate with his functional level and needs, and allowed to progress at his own pace. The identification of handicapped students for assignment to special education resource classes is an important aspect of the overall school program. Special education students are also assigned routinely to vocational classes.



A broad range of educational curriculums in the schools is designed to meet remedial and regular requirements of: 1) students who will not be returning to school, but need educational skills; 2) students needing Carnegie unit courses to return to the public schools, and 3) older students who do not plan to return to public school and need GED preparatory courses. Adjunct programs include driver education, general educational development, career education, vocational education (including ten trade courses), and Chapter I and state remedial learning laboratories in the areas of reading and mathematics.

Supplemental funding for educational programs is derived federally through Chapter I and Chapter II monies for disadvantaged youth and the provisions of P.L. 94-142 for handicapped clients. Additionally, the State Department of Education administers an allotment for library resources.

Another service available to DYS students is provided by the South Carolina Vocational Rehabilitation Department. The Vocational Rehabilitation Facility located at Birchwood High School operates a cooperative program between the South Carolina Department of Youth Services and the South Carolina Vocational Rehabilitation Department. The purpose of this program is to provide vocational rehabilitation services to clients with disabilities who are committed to the South Carolina Department of Youth Services. The goal of the program is to provide vocational assessment, career counseling, and adjustment services necessary for the development of skills and behaviors that will enable these youth to move into competitive employment. The information gathered in assessment is also provided to DYS school guidance counselors, social workers, and teachers.

#### **TREATMENT SERVICES**

Treatment Services, headed by an Assistant Commissioner, administers specialized treatment for youth in the Department's Institutional and Community Programs. The Division is comprised of Institutional Psychology (including psychiatric services), Institutional Medical Services, (including dental services), Community Psychology, Parole Services, Aftercare Violation Hearings, and the Substance Abuse Program. An ongoing basic responsibility of Treatment Services is liaison with the Departments of Mental Health and Mental Retardation to develop cooperative strategies for treating emotionally handicapped and mentally retarded youth. The highly trained and specialized permanent staff of this Division constitute about four percent of the total Agency work force.

##### Institutional Psychology

Institutional Psychology is staffed by a Chief Psychologist and seven full-time and four part-time psychologists, three of whom are on contract from the University of South Carolina. Three of these full-time psychologists are assigned to the residential



campuses while the remainder are assigned to the Reception and Evaluation Center. The Section offers a wide range of services to institutionalized youth including: 1) psychological evaluations of all those committed to the R&E Center; 2) identification of needs and advocacy for mentally-handicapped youth by in-depth evaluations and special staffings with the Department of Mental Retardation, Department of Mental Health or Continuum of Care for appropriate placement; 3) assessments of youth committed to the residential campuses geared toward planning treatment programs; 4) individual/group/family psychotherapy for the residential campus population; 5) input for special staffings of youth with particular problems; 6) 24-hour crisis intervention services by on-call psychologists and psychiatrists; 7) consultation on cases or program development; 8) monthly case reviews to ensure the quality of therapy occurring on all campuses; and, 9) consultations which provide for the Pet Therapy Program associated with the Animal Protection League. Additionally, psychology personnel conduct training sessions for professional and paraprofessional employees and assist in the required employee orientation held by the Department's Staff Development Section.

#### Medical Services

The Medical Section, supervised by a Director of Nursing, is responsible for the total health care of resident clients. Upon admission, each client receives a physical examination which includes a diphtheria-tetanus booster, a past medical history and screening for tuberculosis, scoliosis, sexually transmitted diseases, vision and hearing abnormalities and pregnancy testing on all females. This physical exam often proves to be the youngster's first exposure to the primary health care system since his/her preschool years and encompasses relevant health education during the visit to the infirmary.

A full-time dentist and a dental assistant provide emergency and routine care as well as health education to all residential clients.

Nurse practitioners and contractual family practice physicians work collaboratively in diagnosing, treating and referring to specialized providers, when indicated, clients with medical problems.

The central infirmary serves all four institutional facilities and a nearby group home on a 24-hour a day, 7-day per week basis, with a satellite unit at the Reception and Evaluation Center operating Monday through Friday from 8:30 a.m. until 5:00 p.m.

The infirmary staff consists of a director, two head nurses, seven staff nurses, a nurse practitioner, a part-time pharmacist, an administrative specialist, and a custodian.



### Community Psychology

Community Psychology is staffed by a chief psychologist, six full-time psychologists and three part-time psychologists who are on contract from the University of South Carolina. The mission is to provide specialized assistance to community-based counselors in an effort to prevent the repetition of delinquent behavior among clients and reduce the incidence of institutionalization. Community Psychology provides direct psychological services and also makes referrals to appropriate community resources.

The Section offers community evaluations to the Family Courts to assist in disposition hearings and help obtain appropriate service for youth who are retained in the community. In addition to preventing inappropriate commitment to the Reception and Evaluation Center, psychologists also assist in carrying out such treatment as may be recommended by the Parole Board of Institutional staff for students returning to the community sector. Community Psychology has established a procedure for monitoring progress of handicapped clients whose needs are reported as not being met. Special emphasis is placed on the multi-handicapped child, where the psychologists serve as advocates for obtaining necessary services from several agencies. Many interagency staffings with the Department of Mental Health, Mental Retardation and the Continuum of Care are established around the state to develop programs and monitor progress of clients served by multi-agencies. Psychologists serve as consultants to the hearings officer responsible for conducting probable cause for violation of probation in an attempt to provide treatment to return to the institutions. Community psychologists also conduct in-service training for paraprofessional and professional staff.

### Parole Services

The Parole Section, under the supervision of a director, includes six student development counselors, two assigned to each residential campus. These counselors function as parole examiners and as liaisons between institutional and community-based staff. They consult with the students' treatment teams and aftercare counselors to coordinate pre and post-commitment goals. Student development counselors also have the responsibility of preparing and presenting cases to the Parole Board for release consideration. The total number of cases presented to the Board for quarterly progress review in 1985-86 was 2,991.

The preparation of cases and Parole Board actions on cases reflect written guidelines established as mandated by the Youth Services Act of 1981 and adopted by the Board that October. These guidelines weigh the seriousness of the committing offense, the juvenile's overall judicial history and his/her behavior since institutionalization in identifying "zones" of months for the institutional stay. Each "zone" is a range, and the Board may elect to release a student early or detain the student longer than originally recommended in the presence of mitigating or aggravating circumstances.



#### Aftercare Violation Hearings

A hearings officer assigned to the Treatment Division and supervised by the Assistant Commissioner is responsible for conducting probable cause hearings when a juvenile is alleged to have violated the terms of conditional release. If probable cause is established, the juvenile may be referred for formal proceedings before the Parole Board. During 1985-86, 121 preliminary hearings were held; the Board subsequently revoked parole in 21 cases and amended the conditional release rules in 33 others.

#### Substance Abuse Services

The program coordinator for Substance Abuse Services is responsible for the planning, development, implementation and coordination of substance abuse prevention, education and treatment programs in the Institutional and Community Divisions. Through contractual agreement with the Lexington-Richland Alcohol and Drug Abuse Council, a full range of assessment, treatment and referral services is provided for the students at the correctional facilities. Additionally, a comprehensive alcohol and drug education curriculum is offered within the DYS school system. Throughout the State, many local DYS offices have established working agreements with local alcohol and drug commissions to provide counseling and educational services to juveniles on probation and parole.

### **VOLUNTEERISM AT THE SOUTH CAROLINA**

#### **DEPARTMENT OF YOUTH SERVICES**

The South Carolina Department of Youth Services embraces the concept that volunteers can and do play an important role in the treatment of juvenile offenders and the general operations of the agency. They are not substitutes for staff members but they strengthen and enhance the existing programs. The Agency is committed to maintaining a full scale volunteer program which includes recruitment, screening, training, evaluation and recognition. During this past year, 2,667 volunteers provided 96,475 hours of vital service in areas such as group activities, sponsorship, religion, education, tutoring, and restitution supervision.

Within the institutional setting, Chaplains and other staff members utilize volunteers and interns in working with the clients. Each year, the Southern Baptist Convention sponsors student summer missionaries from different states to work with youth for ten weeks. Church and civic groups frequently sponsor a cottage or an entire campus for recreational activities, parties, meals or worship services.

In the community, each regional office has staff members actively promoting the recruitment and utilization of volunteers and interns. Volunteers and interns participate in such areas as professional services, tutoring, counseling, sponsorship and



coaching sport activities. Last year more than 500 volunteer restitution job site monitors supervised over 1,300 youth in a total of 42,248 service hours.

Donations to community and institutional programs help Departmental clients in many ways. During 1985-86, over \$46,000 in cash donations were received enabling youth in the community to participate in summer camping activities and the United States Youth Games. Merchandise donations ranged from clothing, Christmas gifts and books to camping supplies at a total fair market value of \$78,025.

Two groups of volunteers provided assistance to Youth Services clients in FY 1986. Through the federally funded ACTION Program, nine Vista Volunteers were made available to the Department. Vista Volunteers assigned to the community worked with DYS regional prevention specialists in prevention programming and fund raising while those assigned to the institutions recruited, trained, and supervised volunteers for the student tutorial program. Foster grandparents work with the institutional classroom teachers four hours a day providing individualized academic help to students.

The Department of Youth Services held an Agency-wide reception in May, which coincided with National Volunteer Week, to honor its dedicated volunteers. More than 200 volunteers and staff members attended. Many outstanding volunteers received plaques from the Agency for their continued support.

Table III presents more detailed information about volunteer utilization including the type of services rendered, number of volunteers, hours of service, total dollar value for volunteer hours as set by the Governor's Office on Volunteerism, and an accounting of merchandise and cash donations.



Table III

## VOLUNTEER UTILIZATION 1985 - 1986

I.	<u>Type of Service</u>	<u>No. of Volunteers</u>	<u>Hours</u>	<u>Dollar Value</u>
	Interns	96	14,578	*
	Education	133	4,789	43,101
	Restitution Site Supervision	500	42,248	380,232
	Religion	184	5,633	50,697
	Student Missionaries	4	1,600	14,400
	Recreation	125	2,427	21,843
	Sponsors	99	1,923	17,307
	Professional Services	15	1,000	9,000
	Clerical	3	1,337	6,685
	Medical	1	10	90
	Counseling	29	212	1,908
	AA	8	82	738
	Advisory Board	53	1,708	22,204
	Street Law	7	42	378
	Group	1,398	5,890	53,010
	Foster Grandparents	3	2,340	*
	Vista	9	10,656	*
	Total	2,667	96,475	621,593
II.	Merchandise Donated			\$78,025
III.	Cash Donated			\$46,225

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\*Dollar value assigned according to guidelines published by the Governor's office which does not provide for three categories of DYS Volunteers.



## ACCOMPLISHMENTS OF 1985-86

### Commissioner's Office

The Commissioner's Office presented nine legislative proposals to the General Assembly during the 1984-85 Legislative Session. These legislative proposals, which addressed a number of juvenile justice issues, were introduced into both houses of the General Assembly as committee bills by the Joint Legislative Committee on Children. Although none of the bills were enacted into law during the 1984-85 Legislative Session, two of the bills did become law during the 1985-86 Legislative Session. The first of the legislative proposals enacted into law allows the Department of Youth Services to reimburse foster families for damage done to their homes or personal property by children placed in their homes by the Department of Youth Services. The second allows the Department of Youth Services to provide photographs of missing or runaway children to law enforcement agencies who are attempting to locate the wayward child. The Foster Family Bill is seen by the Agency as a valuable tool in obtaining and keeping quality foster families, thus ensuring the availability of alternative placement for delinquent youth, while the bill which allows DYS to distribute a runaway child's photograph, is seen as an effective means of quickly locating, identifying and returning missing children to their homes.

Under specialized functions within the Commissioner's Office, the auditor performed 23 reviews, reporting findings to the Commissioner and appropriate Agency managers. Through the ombudsmen, 62 client allegations were investigated by the Ombudsman's Office and referred to the Department of Social Services for investigation in accordance with the Child Protection Act. An additional 37 client allegations were investigated by the Ombudsman's Office that were not appropriate for investigation by the State Department of Social Services. Fifty (50) clients received exit interviews prior to their release from institutions which allowed for more diverse client input into Agency programs. Two monthly training programs were conducted to provide staff with procedures for reporting allegations and to demonstrate means of reducing allegations made against them.

Public Information efforts this year focused on increased public education and awareness through media interviews, press releases, speakers for groups, and tours. Visitors touring the institutions included Family Court Judges, Solicitors, Public Defenders, Legislators and the 1985 Leadership South Carolina Group. The staff newsletter was instrumental in keeping staff updated on Agency programs.

### Administration

During FY 1986, the Administrative Division consolidated systems designed and developed in previous years such as the cost allocation model and long term preventive maintenance schedule for facilities. In Planning and Information Systems, several major studies were launched including in-depth reviews of sentencing



outcomes for juveniles and ongoing evaluations of reporting accuracy for client file management. Staff Development continued to refine training programs and expanded mandatory training and certification requirements for line staff. The Administrative Support unit coordinated the renovation of an abandoned barn into a kennel program to be jointly run by the Animal Protection League and the Agency. Additionally, significant progress was made in the improvements to the institutional grounds through resurfacing roads, paving sidewalks, and general replanting and reforestation.

Finally, the Agency's automated data management system, incorporating both administrative information on personnel, leave, client statistics, and finances as well as active client management information, was expanded into the institutional areas on Broad River Road and throughout the central administrative office. The Agency also finalized an automated inventory system for the Central Warehouse.

#### Community Programs

Among special events this year: Community Programs sponsored its annual summer camp for more than 100 clients, while St. Luke's Center sent a large contingent of youth to compete at the National Youth Games in New York City. Further, 234 youth under DYS supervision were accepted into the federally supported Summer Youth Employment Training Program which provides vital job skills training and income opportunities to disadvantaged, hard-to-place juveniles.

In the area of Support Services, point systems based on behavior were developed and implemented at the Charleston Place Group Home and the Crossroads Runaway Shelter to evaluate client progress based on individual treatment plans. The Beaufort Marine Institute, South Carolina's second marine program, became fully operational in FY 1985-86, providing residential services for selected repeat offenders as an alternative to institutionalization.

The Restitution Program received national attention when it was selected as one of six national host training sites for the RESTTA (Restitution Education, Specialized Training and Technical Assistance) initiative of the U.S. Department of Justice. South Carolina's program is recognized for its unique statewide application and public/private cooperation. Over 200 people from throughout the nation attended training on restitution as a part of this project.

The Department's prevention specialists continued their efforts to infuse law related education concepts into social studies curriculum of elementary and middle schools by conducting awareness programs and teacher training workshops for school districts in sixteen counties. To strengthen these programs within the schools, National Consortium funds have been provided to institutionalize the curriculum and training.



A major community prevention activity this year was the Department's co-sponsorship of the statewide Double Dutch rope jumping competitions with McDonalds' restaurants and the YWCA. Over two hundred jumpers competed in the state finals held at Charles Towne Landing. The South Carolina state champions finished first in the world finals in Hartford, Connecticut.

#### Institutional Programs

In order to meet the goal of quality treatment by qualified employees, the Institutional Division has expanded Juvenile Correctional Officer (JCO) training from one week to three weeks. As a condition of employment, all JCOs, including those already on staff, must be certified in CPR, basic first aid and self-defense skills.

As a result of state appropriations, nine badly needed social worker positions were added to the institutional treatment program. The new staff members were assigned to the Willow Lane and John G. Richards Campuses. These two campuses have the largest portion of the institutional population and continue to benefit from the presence of these additional staff members.

The Institutional Division continues to introduce new developmental activities. The establishment of an animal shelter on DYS property will facilitate the implementation of a pet therapy program in 1986-87. An old barn has been converted into the animal shelter, which has space for 100 animals.

Other activities include the continuation of 4-H Clubs and the establishment of a Christmas Tree farm on the institutional grounds. DYS clients assisted in the planting of 7,000 tree seedlings. Clients continue to help with the replanting and weeding of the trees. Allowing clients to be involved in activities which can be continued outside the institutional setting enhances the prognosis for success upon their release.

The use of maximum security dorms continues to be curtailed with capacity being held at 25 in each of the three units. Enhanced behavior management programs have been implemented to allow more clients to remain on regular campus and out of maximum security dorms.

#### Education

A total of 85 computers have been purchased for the mathematics, reading, and special education programs at Birchwood High School and Willow Lane Junior High School, using Education Improvement Act funds for remedial education. The purchase of these computers and the accompanying software programs represents a major commitment by the district and the agency to computer assisted instruction.



Education is proud to report on the academic progress of its students who, over the past eleven years, have earned 52 high school diplomas and 395 GED certificates. Eighty GED certificates were awarded this past year. The majority of the students in the Chapter I Program gained one month academically in reading and mathematics for each month of enrollment in the DYS schools. The Chapter I reading programs and the Chapter I mathematics programs at Willow Lane Junior High School were selected by the South Carolina Association for Supervision and Curriculum Development to receive an "Outstanding Contribution to Education" award at their spring conference.

Junior Achievement sponsored a Project Business course for Birchwood High School students teaching the fundamentals of personal budget management and small business management. For the third year, Chrysler Corporation has selected the DYS automobile mechanics instructor to conduct the Plymouth/AAA Trouble Shooting Contest for South Carolina vocational students, and for the second year a DYS social studies teacher was selected by the Strom Thurmond Institute to attend a government and politics seminar on the Clemson campus and in Washington, DC.

The Lexington Rotary Club is sponsoring a "student of the month" from Birchwood High School, and the St. Andrews Kiwanas Club is sponsoring a "student of the month" from Willow Lane Junior High School. Every month one student from each school is selected by teachers and social workers to be honored for exemplary behavior in school and in the dorm.

The construction of a new special education classroom in Zeta Cottage, the maximum security cottage on the Willow Lane Campus, was completed. Zeta Cottage now has two classrooms to serve students who have not been able to adjust to the open-campus educational programs. A new roof has been installed on the Birchwood High School academic building, and new carpet has been installed in all of the academic classrooms, with the exception of the art and science classrooms at Birchwood High School.

The South Carolina Department of Vocational Rehabilitation has continued to be involved with several programs that serve DYS students at Birchwood High School and some students at Willow Lane Junior High School. During FY 1985-86, 210 DYS clients completed an adjustment program which focused primarily on job-seeking skills, job-survival skills, appearance, activities of daily living, and communication skills. Each student received one hour of instruction per week in a classroom setting conducted by Vocational Rehabilitation staff.

In January, 1985, a Work Adjustment Training program was organized to provide a simulated work setting for DYS students who may not be succeeding in a regular vocational classroom. The program strives to develop basic skills and appropriate work behavior. Contract work has included projects from Metroplex,



Allied Fibers, and Shakespeare industries. To date, this program has served 23 students.

The Vocational Rehabilitation program continues to serve clients after they have been released from DYS. During 1985-86, 314 clients were served by Vocational Rehabilitation on campus, and 219 of these cases were transferred to Vocational Rehabilitation offices throughout the state for the continuation of services.

#### Treatment Services

Institutional Psychology continued to provide a psychologist for each campus and provided increased involvement in treatment planning, treatment and advocacy for special needs clients. A psychologist is now serving as a consultant for the Pet Therapy Program associated with the Animal Protection League. Community Psychology increased the amount of psychological services to small or rural counties for case management services. They also began serving as consultants to the Probation Violation Hearings Officer and began close monitoring of special needs clients whose progress was reported as being poor. The number of evaluations completed in the community rather than at the Reception and Evaluation Center was significantly increased. Medical Services provided a more comprehensive physical examination to each student upon admission and increased services to include the Columbia Group Homes. More in-service training for medical staff was also provided. Dental Services have also been expanded to include the Columbia Group Homes and increased dental health education was also provided. The program coordinator for substance abuse services has continued to increase the number of working agreements with local alcohol and drug commissions and has continued to assist DYS staff in attending alcohol/drug abuse conferences to enhance skills often at no expense to DYS.



## Goals for 1986-87

For the Administrative Division, 1986-87 goals will relate to refinement of existing support systems and the development of added computerized support networks. Plans call for the continued expansion of mandatory training programs to other professional staff such as social workers and the development of automated monitoring system for training. During 1986-87, the Personnel unit will establish automated linkage with the State Human Resource Management Division and thereby eliminate considerable paperwork. There is no expectation to expand current staff levels and, if possible, additional technical support may allow for a slight personnel cost reduction. Planning and Information Services will continue to aggressively address the issue of what works best in the juvenile justice system and numerous studies will be initiated for the purpose of evaluating current programs and developing alternatives.

Community Programs in the prevention area will continue endeavoring to expand law-related education offerings in public schools and sponsor additional Youth Speak-Outs while also continuing the emphasis on parenting skills. At the intake level, increased availability of diversion options such as arbitration and the juveniles and the law program together will continue operating on a statewide basis to reduce the number of first offenders who undergo judicial processing.

Ongoing Community Program goals include monitoring and expanding restitution activity to ensure that service standards are met while providing training to the southeast region of the country in restitution services. The number of referrals and acceptances to the Summer Youth Employment Training Program are to be increased ensuring that service standards are met. A survey of probationers' parents will be repeated to assess their perceptions of services being provided to their children. Efforts also will continue to balance and reduce probation/aftercare caseloads and use new treatment formats focusing on pro-social and life skills.

Support services will expand specialized foster care services through contracts with the Mentor Program, a private in-home placement agency which provides intensive treatment services. Within residential support services, skills building will be used in conjunction with behavior modification in Agency group homes as the primary treatment modality.

The Beaufort Marine Institute, the second marine program established in South Carolina, is fully operational for selected repeat offenders, as an alternative to institutionalization.

### Institutional Goals

The Institutional Division set several goals for the coming year as it continues to be innovative in treatment and therapy. A pet therapy program will be started as a result of a contractual agreement with the Animal Protection League (APL). APL recently



began to provide lost and abandoned animals for the project. DYS, in turn, has provided a shelter for the animals. Clients will begin participation in the program in 1986-87. A formal selection committee made up of DYS professionals will be established to determine which clients will benefit the most from involvement with the pet therapy program.

Through the pet therapy program, clients will learn the job related skills required to care for animals in a professional environment. The program will also be used as a form of restitution. Clients will perform tasks in the shelter as a condition of court ordered community service restitution.

The Division also plans to continue pursuing the establishment and implementation of an outdoor adventure program to provide clients with a short-term wilderness experience. Such outdoor experiences will be designed to improve the client's sense of self-worth and self-confidence through camping, rope climbing and running obstacle courses.

Other goals include expansion of physical exercise programs to include weightlifting and jogging regimens. Campus-based club organizations also will be expanded to include Octagon clubs. Octagon clubs are junior versions of the community-based Optimist service clubs.

An ever present goal at the Institutional Division is to increase security and to decrease the number of escapes. Closer supervision of clients by staff members and a "get tough" policy on escapes will be used to achieve this goal.

#### Education

As required by the Education Improvement Act of 1984, emphasis will continue on serving students classified as remedial in the areas of reading, math, and writing under the South Carolina Basic Skills Assessment program.

The special education program will be expanded in order to meet the needs of handicapped students. An additional full time school psychologist and a secretary for the psychologist will be employed for Birchwood High School. This should provide the high school and the junior high school with sufficient staff to identify and place about forty-five to fifty percent of our student population in special education classes.

Distributive Education will be added to the vocational curriculum. This program will offer the students an opportunity to work on campus and off campus and receive training in cooperative programs which will help tie the community with vocational courses. One of the first placement programs will be at the new Animal Protection League shelter on the Birchwood Campus where students will be trained in the care of small domestic animals.



The Program for Effective Teachers (PET), the state recommended training program for teachers, will be implemented this year. All certified staff will be trained in three years. Also, under a school grant that will be funded by the Education Improvement Act, a three-hour graduate course on computer applications will be offered at no cost to twenty-five teachers.

#### Treatment

Parole Services will emphasize a more efficient and comprehensive flow of information between institutional and field staff. Accountability measures will be developed to assure more complete and accurate presentation of cases to the Juvenile Parole Board for release consideration.

Substance Abuse Services will continue efforts to strengthen linkage between DYS county offices and local Alcohol and Drug Commissions. Formal working agreements between DYS and Alcohol and Drug Abuse Services agencies will be formulated to enhance inter-agency coordination. The concept of addiction as a family illness will be stressed in policy and in program development.

Medical Services will increase the amount and variety of health education provided to institutional and group home clients. Health education will become a major new role for Medical Services.

Community Psychology will increase monitoring of special needs clients and provide increased in-service training to Agency staff. In addition they will provide social skills training.

Institutional Psychology will develop a treatment modality for abused clients as well as increase emphasis on social skills training.



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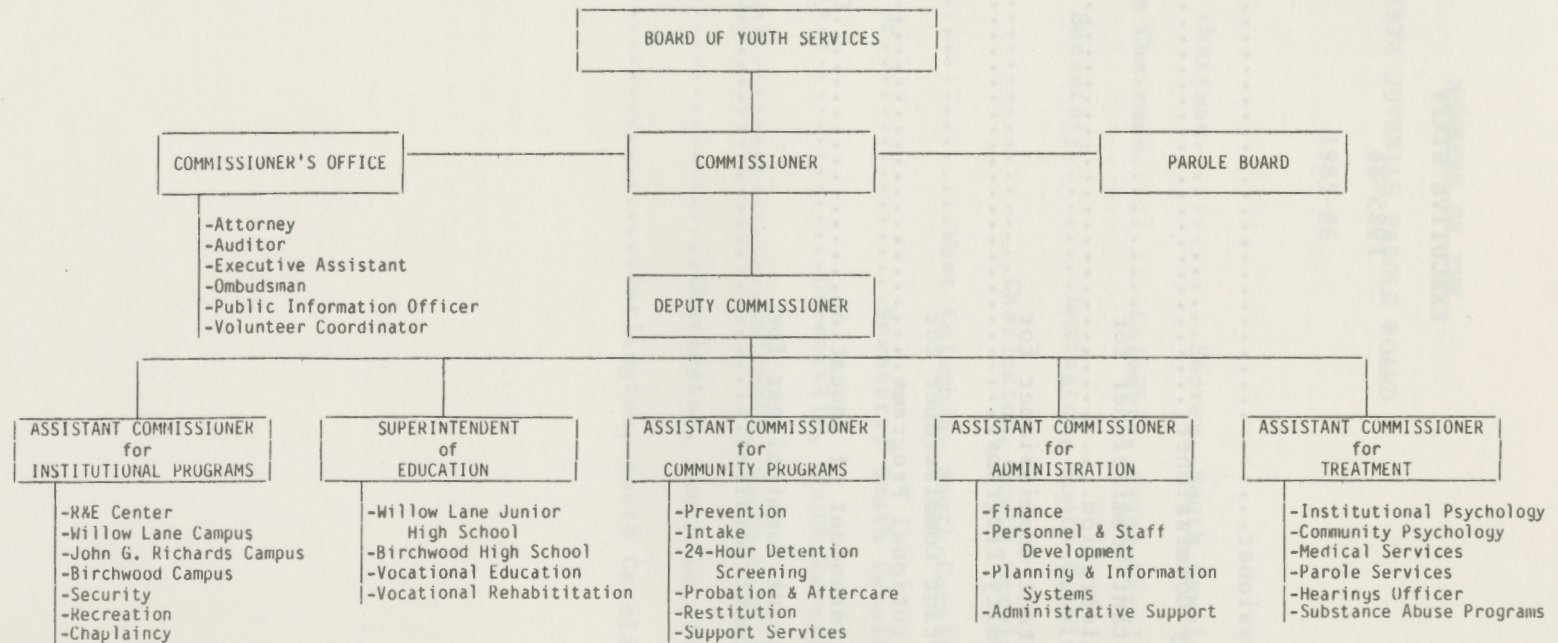
## EXECUTIVE STAFF

1985-86

Commissioner.....Harry W. Davis, Jr.  
Deputy Commissioner.....Michael G. LeFever  
Assistant Commissioner for  
Administration.....Norwood I. Church  
Assistant Commissioner for  
Community Programs.....Joe E. Benton, Jr.  
Assistant Commissioner for  
Institutional Programs.....John E. Moore  
Superintendent of Education.....Dr. J. Blaine Kollar  
Assistant Commissioner for  
Treatment Services.....Dr. Jarrell M. Smith

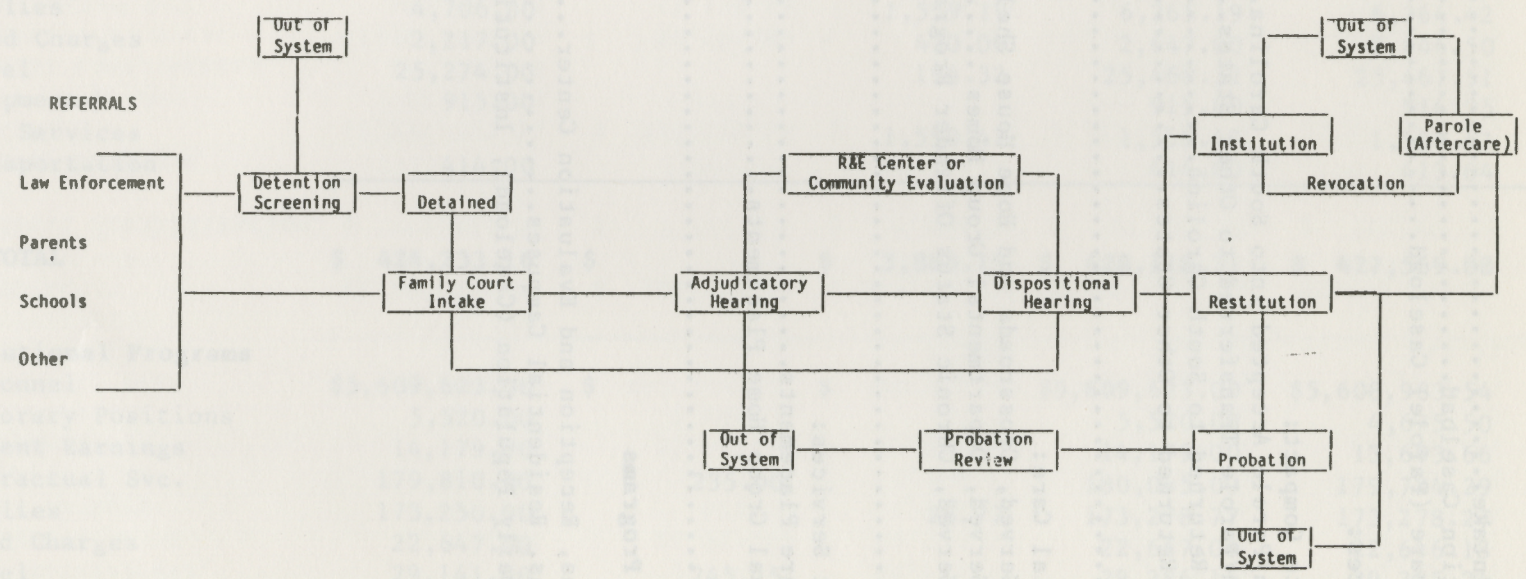


DEPARTMENT OF YOUTH SERVICES  
ORGANIZATIONAL CHART  
FY 1985 - 86





JUVENILE JUSTICE SYSTEM  
FLOW CHART





**POPULATION STATISTICS  
1985-86**

**Community Programs**

Referrals to Intake.....15,836  
Average Probation Caseload.....2,681  
Average Aftercare (Parole) Caseload.....406

**Support Services:**

Interstate Compact:  
Probation/Parole Accepted into South Carolina.....125  
Probation/Parole Transferred to Other States.....150  
Runaways Returned to South Carolina.....115  
Runaways Returned to Other States.....186

Total.....576

Residential Care:  
Clients Served, Crossroads and Hope House Shelters.....540  
Clients Served, Departmental Group Homes .....195  
Clients Served, Chronic Status Offender Program.....155

Total.....890

Placement Services:  
Foster Care Placements.....569  
Contractual Group Home Placements.....468

Total.....1,037

**Institutional Programs**

Admissions, Reception and Evaluation Center.....1,633  
Admissions, Residential Campuses.....799  
Average Daily Population (Caseload), Institutions.....600



**FY 1985-86 Financial Statement**

**I. Office of Commissioner**

	State	Federal	Other	Total	Disbursements	Balance
Personnel	\$ 351,464.00	\$	\$	\$ 351,464.00	\$ 351,463.45	\$ .55
Per Diem	8,000.00			8,000.00	7,455.00	545.00
Contractual Svc.	31,243.16		151.17	31,394.33	31,393.74	.59
Supplies	4,706.00		1,559.19	6,265.19	6,264.42	.77
Fixed Charges	2,217.00		430.00	2,647.00	2,646.50	.50
Travel	25,274.00		194.32	25,468.32	25,467.51	.81
Equipment	915.00			915.00	914.95	.05
Case Services			1,550.47	1,550.47	1,550.47	.00
Transportation	414.00			414.00	413.04	.96

**TOTAL**

\$ 424,233.16	\$	\$ 3,885.15	\$ 428,118.31	\$ 427,569.08	\$ 549.23
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**II. Institutional Programs**

Personnel	\$5,609,623.00	\$	\$	\$5,609,623.00	\$5,608,983.54	\$ 639.46
Temporary Positions	5,520.00			5,520.00	4,675.50	844.50
Student Earnings	14,179.00			14,179.00	13,693.66	485.34
Contractual Svc.	179,810.00	235.00		180,045.00	179,724.29	320.71
Supplies	173,250.00		28.77	173,278.77	173,278.27	.50
Fixed Charges	22,647.00			22,647.00	22,646.18	.82
Travel	29,141.00	245.15		29,386.15	29,385.24	.91
Equipment	29,750.00			29,750.00	29,027.59	722.41
Purchase For Resale	-0-		30,746.21	30,746.21	30,746.21	.00
Case Svc.	5,050.00		1,041.68	6,091.68	6,044.20	47.48
Light, Power, Heat	433,842.00			433,842.00	433,841.51	.49
Transportation	25,099.00			25,099.00	25,098.01	.99

**TOTAL**

\$6,527,911.000	\$	480.15	\$ 31,816.66	\$6,560,207.81	\$6,557,144.20	\$ 3,063.61
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FY 1985-86 Financial Statement  
Page Two

	State	Federal	Other	Total	Disbursements	Balance
<b>III. Educational Services</b>						
Personnel	\$1,118,962.00	\$ 434,782.93	\$ 586,880.43	\$2,140,625.36	\$2,122,525.38	\$ 18,099.98
Temporary Positions	13,000.00	2,665.60	45,961.17	61,626.77	59,833.84	1,792.93
Contractural Svc.	107.84	2,754.89	40,125.73	42,988.46	42,988.46	-0-
Supplies	13,038.00	22,926.98	84,317.74	120,282.72	120,281.81	.91
Fixed Charges	-0-	472.50	12,684.85	13,157.35	13,157.35	-0-
Travel	-0-	900.40	6,304.73	7,205.13	7,205.13	-0-
Equipment	-0-	32,017.62	83,252.22	115,269.84	115,269.84	-0-
Case Services	-0-	7,590.00	-0-	7,590.00	7,590.00	-0-
Lt, Power, Heat	22,800.00		59,381.98	82,181.98	82,174.73	7.25
Transportation			363.53	363.53	363.53	-0-
<b>TOTAL</b>	<b>\$1,167,907.84</b>	<b>\$ 504,110.92</b>	<b>\$ 919,272.38</b>	<b>\$2,591,291.14</b>	<b>\$2,571,390.07</b>	<b>\$ 19,901.07</b>
<b>IV. Vocational Rehabilitation</b>	<b>\$ 53,661.00</b>	<b>\$</b>	<b>\$ 7,890.00</b>	<b>\$ 61,551.00</b>	<b>\$ 61,551.00</b>	<b>\$ -0-</b>
<b>V. Community Programs</b>						
Personnel	\$5,594,313.00	\$ 279,122.68	\$	\$5,873,435.68	\$5,872,475.53	\$ 960.15
Temp. Position	22,100.00			22,100.00	21,490.06	609.94
Special Cont. Agents	143,415.00			143,415.00	142,201.40	1,213.60
Contractural Svcs.	1,360,652.00	18,794.89	7,764.26	1,387,211.15	1,383,811.96	3,399.19
Supplies	142,580.00	11,139.64	6,608.95	160,328.59	160,322.53	6.06
Fixed Charges	134,152.00	527.45	165.77	134,845.22	131,846.66	2,998.56
Travel	235,382.00	1,353.12	8,615.78	245,350.90	242,843.01	2,507.89
Equipment	36,579.00	4,436.82	2,723.61	43,739.43	43,710.97	28.46
Case Services	706,638.00	144,232.91	16,204.41	867,075.32	867,074.53	.79
Petty Cash	100.00			100.00	100.00	-0-
Lt, Power, Heat	50,251.00			50,251.00	50,236.93	14.07
Transportation	19,644.00		34.21	19,678.21	19,677.27	.94
Stipends	239.00			239.00	238.66	.34
<b>TOTAL</b>	<b>\$8,446,045.00</b>	<b>\$ 459,607.51</b>	<b>\$ 42,116.99</b>	<b>\$8,947,769.50</b>	<b>\$8,936,029.51</b>	<b>\$ 11,739.99</b>



FY 1985-86 Financial Statement  
Page Three

	State	Federal	Other	Total	Disbursements	Balance
VI. Juvenile Restitution	\$ 117,000.00	\$	\$	\$ 117,000.00	\$ 117,000.00	\$ -0-
VII. Residential Treat. EM	\$ 55,000.00	\$	\$	\$ 55,000.00	\$ 42,527.90	\$ 12,472.10
VIII. Administrative Svc.						
Personnel	\$1,969,800.00	\$ 131,316.08	\$	\$2,101,116.08	\$2,100,297.02	\$ 819.06
Temporary Position	50,724.00			50,724.00	50,649.82	74.18
Contractural Svc.	557,354.00	6,914.07	37,781.82	602,049.89	597,761.39	4,288.50
Supplies	285,691.00	271,052.31	29,138.19	585,881.50	585,190.50	691.00
Fixed Charges	239,630.00	1,645.98	76,325.23	317,601.21	317,600.97	.24
Travel	21,357.00			21,357.00	21,356.94	.06
Equipment	148,947.00	6,751.00	27,492.24	183,190.24	182,599.69	590.55
Permanent Imp.			18,689.74	18,689.74	18,689.74	-0-
Light, Power, Heat	79,647.00	7,449.78		87,096.78	86,752.87	343.91
Transportation	19,407.00			19,407.00	19,280.23	126.77
TOTAL	\$3,372,557.00	\$ 425,129.22	\$ 189,427.22	\$3,987,113.44	\$3,980,179.17	\$ 6,934.27
IX. Treatment Services						
Personnel	\$ 990,926.00	\$	\$	\$ 990,926.00	\$ 990,542.86	\$ 383.14
Temporary Pos.	22,500.00			22,500.00	22,452.00	48.00
Overtime & Shift	7,500.00			7,500.00	4,917.00	2,583.00
Contractual Svc.	73,512.00			73,512.00	73,511.98	.02
Supplies	20,751.00			20,751.00	20,750.53	.47
Fixed Charges	11,714.00			11,714.00	11,629.48	84.52
Travel	14,316.00			14,316.00	14,315.32	.68
Equipment	4,900.00			4,900.00	4,891.18	8.82
Case Services	421,815.00			421,815.00	421,776.03	38.97
Light, Power, Heat	15,415.00			15,415.00	15,346.76	68.24
Transportation	226.00			226.00	219.59	6.41
TOTAL	\$1,583,575.00	\$	\$	\$1,583,575.00	\$1,580,352.73	\$ 3,222.27



FY 1985-86 Financial Statement  
Page Four

	State	Federal	Other	Total	Disbursements	Balance
X. Purchase of Equipment	\$ 250,000.00	\$	\$	\$ 250,000.00	\$ 249,999.99	\$ .01
XI. Employee Contributions	\$ 3,208,404.00	\$ 176,224.13	\$ 109,560.83	\$ 3,494,188.96	\$ 3,492,882.56	\$ 1,306.40
XII. Permanent Improvements	\$	\$	\$ 458,274.27	\$ 458,274.27	\$ 458,274.27	\$ -0-
GRAND TOTAL	\$25,206,294.00	\$1,565,551.93	\$1,762,243.50	\$28,534,089.43	\$28,474,900.48	\$ 59,188.95
IX. Cash Services	-0-	7,590.00	-0-	7,590.00	7,590.00	-0-
LI. Highway, Road	\$3,213,223.00	\$ 432,153.53	\$ 188,753.53	\$3,834,130.06	\$3,834,130.06	\$ 0.00
Transportation	18,901.00			18,901.00	18,901.00	18,901.00
IV. Federal Aid Rehabilitation	\$ 1,452,993.00	\$ 0.00	\$ 32,793.34	\$ 1,485,786.34	\$ 1,485,786.34	\$ 0.00
V. Community Programs	538,030.00	1,942.88	10,332.33	549,905.21	549,905.21	0.00
VI. Highway Construction	\$5,339,690.00	\$ 337,025.38	\$ 33,138.78	\$5,709,854.16	\$5,709,854.16	\$ 0.00
VI. Highway Construction	2,282,309.00	0.00	73,181.83	2,355,490.83	2,355,490.83	0.00
VI. Highway Construction	207,352.00			207,352.00	207,352.00	0.00
VI. Highway Construction	\$17,883,989.00	\$ 138,789.00	\$ 7,744.26	\$18,030,522.26	\$18,030,522.26	\$ 0.00
VI. Highway Construction	142,580.00	11,139.44	4,608.95	158,328.39	158,328.39	0.00
VI. Highway Construction	134,152.00		183.77	134,335.77	134,335.77	0.00
VI. Highway Construction	\$ 22,000.00	\$ 0.00	\$ 0.00	\$ 22,000.00	\$ 22,000.00	\$ 0.00
VI. Highway Construction	26,379.00	4,435.82	2,723.41	33,538.23	33,538.23	0.00
VI. Highway Construction	\$ 183,000.00	\$ 144,232.94	\$ 16,204.41	\$ 343,437.35	\$ 343,437.35	\$ 0.00
VI. Highway Construction	100.00			100.00	100.00	0.00
VI. Highway Construction	50,251.00			50,251.00	50,251.00	0.00
VI. Highway Construction	20,144.00			20,144.00	20,144.00	0.00
VI. Highway Construction	239.00			239.00	239.00	0.00
VI. Highway Construction	\$8,446,045.00	\$ 459,607.51	\$ 42,116.59	\$8,947,769.10	\$8,936,029.51	\$ 11,739.59



FY 1985-86 Financial Statement  
Page Five

	State	Federal	Other	Total	Disbursements	Balance
<b>Agency: DYS</b>						
Personnel	\$15,635,088.00	\$ 845,221.69	\$ 586,880.43	\$17,067,190.12	\$17,046,287.78	\$ 20,902.34
Temporary Positions	113,844.00	2,665.60	45,961.17	162,470.77	159,101.22	3,369.55
Per Diem	8,000.00			8,000.00	7,455.00	545.00
Overtime & Shift	7,500.00			7,500.00	4,917.00	2,583.00
Student Earnings	14,179.00			14,179.00	13,693.66	485.34
Contract Agents	143,415.00			143,415.00	142,201.40	1,213.60
Contractual Svc.	2,202,679.00	28,698.85	85,822.98	2,317,200.83	2,309,191.82	8,009.01
Supplies	640,016.00	305,118.93	121,652.84	1,066,787.77	1,066,088.06	699.71
Fixed Charges	410,360.00	2,645.93	89,605.85	502,611.78	499,527.14	3,084.64
Travel	325,470.00	2,498.67	15,114.83	343,083.50	340,573.15	2,510.35
Equipment	221,091.00	43,205.44	113,468.07	377,764.51	376,414.22	1,350.29
Purchased For Resale			30,746.21	30,746.21	30,746.21	-0-
Case Services	1,133,503.00	151,822.91	18,796.56	1,304,122.47	1,304,035.23	87.24
Petty Cash	100.00			100.00	100.00	-0-
Light, Heat, Power	601,955.00	7,449.78	59,381.98	668,786.76	668,352.80	433.96
Transportation	64,790.00	-0-	397.74	65,187.74	65,051.67	136.07
Stipends	239.00			239.00	238.66	.34
Employee Cont.	3,208,404.00	176,224.13	109,560.83	3,494,188.96	3,492,882.56	1,306.40
Permanent Imp.			476,964.01	476,964.01	476,964.01	-0-
<b>Special Items</b>						
Vocational Rehab.	53,661.00		7,890.00	61,551.00	61,551.00	-0-
Juv. Restitution	117,000.00			117,000.00	117,000.00	-0-
Rest., Treat., Em.	55,000.00			55,000.00	42,527.90	12,472.10
Purchase Of Equipment	250,000.00			250,000.00	249,999.99	.01
<b>GRAND TOTAL</b>	<b>\$25,206,294.00</b>	<b>\$1,565,551.93</b>	<b>\$1,762,243.50</b>	<b>\$28,534,089.43</b>	<b>\$28,474,900.48</b>	<b>\$ 59,188.95</b>